

DEPARTMENT OF THE ARMY
HEADQUARTERS AND HEADQUARTERS DETACHMENT
27th TRANSPORTATION BATTALION (MC)
UNIT 27973
APO AE 09096

AETV-SCS-MI

1 March 2004

MEMORANDUM FOR RECORD

SUBJECT: Policy Letter #17, Counseling

1. All junior enlisted soldiers will receive written counseling from their first line supervisor on a monthly basis. These records will be monitored by the section's chain of command and are an inspectable item by me upon my request.
2. To ensure we are doing thorough counseling, we need to be honest and critical or praising, as necessary. All counseling statements should answer the following questions/issues each month in writing:
 - a. Is the SM being recommended for promotion?
 - b. If so, the SM will be told in writing that this recommendation is no guarantee. If his/her performance changes during the next month or two, the recommendation will be reversed.
 - c. If not, the SM will be told in writing what he/she needs to work on to be competitive next month?
3. Furthermore, our counseling must be quantitative and qualitative in nature. Use hard data for miles driven, APFT score goals, weapons qualification score goals, etc. Refrain from the generic "you're doing a great job" lines. Tell our soldiers what they have done and what they can do to improve.
4. I also encourage all to take the opportunity to quickly provide positive counseling to all soldiers who take action to better our mission or the unit. We need to remember that counseling is not always a negative action; use it as a tool to build our team and our morale when our soldiers do great things.
5. "SHOOTERS, SHOOT TO KILL!"

WARREN C. FISHER
CPT, TC
Commanding